

**CITIZENS' COMMISSION ON
JAIL VIOLENCE**

**THIRD REPORT
OF THE IMPLEMENTATION MONITOR
EXECUTIVE SUMMARY**

RICHARD E. DROOYAN

FEBRUARY 12, 2013

THIRD REPORT OF THE IMPLEMENTATION MONITOR

EXECUTIVE SUMMARY

INTRODUCTION

Since my Second Report (Updated) to the Board of Supervisors last month, the Department has continued to make progress in implementing the recommendations of the Citizens' Commission on Jail Violence (the "Commission"). As reflected in the summary chart below, the Department has implemented 25 of the Commission's 60 recommendations directed to the Department. It has partially implemented another 16 recommendations and is in the process of implementing another 17. Seven of the 17 "in process" recommendations have requests by the Department for additional funding. Two of the recommendations have not yet been addressed or are in the very early stages of the implementation process, and both have funding requests from the Department.¹

Category	Implemented	Partially Implemented	In progress	Not started	Total
Use of Force	4	5	2	1	12
Management	11	0	3	0	14
Culture	3	4	1	0	8
Personnel and Training	4	4	1	1	10
Discipline	2	3	10	0	15
Oversight	1	0	0	0	1
Total	25	16	17	2	60

¹ The Appendix attached to this Executive Summary reflects the implementation status of each of the recommendations as of my Second Report (Updated), dated January 22, 2013, and my Third Report, dated February 12, 2013.

USE OF FORCE

On January 1, 2013, the Department promulgated a new Force Policy in a single Use of Force Manual (the “Force Manual”) that was distributed to each Deputy Sheriff and Custody Assistant and is also available on line. Department personnel are required to acknowledge that they have read and understand the policy, and virtually all Department personnel have received training in the fundamental principles set forth in the new Force Policy. The Force Manual includes the Force Prevention Policy, the Anti-harassment Policy, the objectively reasonable standard, the preference for planned force, and references to the special needs populations. These steps by the Department implement, in large part, the Commission’s Use of Force recommendations, although I am working with the Department to ensure that some of the provisions are more clearly set forth in the Force Manual, and that it is “user-friendly” for Deputy Sheriffs and Custody Assistants.

The Department has taken steps to modify the PPI personnel data tracking system to track inmate grievances by deputies’ names, it has created a Risk Management Lieutenant position to analyze these grievances at the Division level, and it has a robust system for tracking and analyzing Use of Force incidents. The Department indicates that upgrading the computer tracking systems has not, however, started because it needs funding.

MANAGEMENT

The Sheriff’s personal engagement has resulted in a number of reforms that have enhanced communications with, and respect for, inmates in the Los Angeles County jails,

and there has been a reduction in the number of incidents in which deputies have used force against the inmates. The Sheriff has now appointed a third Assistant Sheriff who has extensive corrections experience. She will be responsible for only the Custody Division and will report directly to the Sheriff and not through the Undersheriff, who no longer has any responsibility for the Custody Division or the disciplinary system. Also reporting directly to the Sheriff will be the Chief of a new Investigations Division, which will consist of the Internal Affairs and Internal Criminal Investigations Bureaus, and the Commander in charge of the new Inspectional Services Command, which is being created to audit and inspect the Department's adherence to its policies and procedures. Consistent with the desire for accountability, under the new organization the Commander Management Task Force will no longer exist.

Recent policy changes have required senior leaders to be more visible in the jails and preclude Department personnel who accept campaign contributions from other Department personnel from having any involvement in personnel matters affecting the contributors. Since the formation of the Commander Management Task force in October 2011, the Sheriff has regularly reported to the Board on the use of force in the jails and the implementation of the Commission's recommendations.

CULTURE

The Department has emphasized respect for and communications with inmates through the Force Prevention Policy, the Education Based Incarceration program, and Town Hall meetings. It has enhanced the training of new Custody Division personnel in the principles of the Force Prevention Policy, ethics, and destructive cliques, and it is in the process of creating a Custody Division Training Bureau that will provide additional

training to current Custody deputies and Custody Assistants. It also has established a Dual Track Career Path that will provide deputies with an opportunity for a career in the Custody Division. In addition, the Department is in the process of enhancing the penalty guidelines for dishonesty to further address the culture problems identified by the Commission. It is also creating a working group to work with me to development a revised rotation policy that addresses the need to have “key positions” staffed by experienced personnel.

PERSONNEL AND TRAINING

The Department is in the process of creating a Custody Division Training Bureau that will develop a robust post-Academy training program for both new and existing personnel. Through the hiring of a new Assistant Sheriff for the Custody Division, the Custody Division Training Bureau, and the Dual Track Career Path, the Department is moving towards the long-term goal of establishing a separate Custody Division staffed by well-trained personnel who want to have a career in Custody. The Department has also frozen 81 positions as the first step in attempting to achieve the 35/65 ratio of Custody Assistants to Deputy Sheriffs. The Custody Division still needs more supervisors, which will be evaluated by the new Assistant Sheriff for Custody, and an increase in the ratio of Custody Assistants to Deputy Sheriffs, which is a meet and confer issue with the deputies’ union, ALADS.

DISCIPLINE

The Department is in the process of revamping its investigative and disciplinary system, which will increase the number of force investigations by the Internal Affairs Bureau; put the Internal Affairs Bureau and the Internal Criminal Investigations Bureau

in an Investigations Division headed by a Chief who will report directly to the Sheriff; and enhance penalties for dishonesty and excessive force. I expect that the Department will implement the recommendations to create an Investigations Division and to enhance penalties for excessive force and dishonesty before my next report. The Custody Force Review Committee is rigorously reviewing Use of Force Packages and the Department has a plan for assigning a Risk Manager to each jail facility, for which it will be seeking funding. The Force Manual now includes policies on the review of video tapes by deputies and the separation of deputies following force incidents, although I will be working with the Department to make these Manual provisions clearer.

LOOKING FORWARD

Now that a new Assistant Sheriff for Custody has been appointed, the priorities for the Department going forward are to complete the revision of the Use of Force Manual; create the Inspectional Services Command and the Custody Training Bureau; increase the number of supervisors; and implement the recommendations regarding the investigative and disciplinary system. The Department has requested funding for additional supervisors, IAB investigators, and personnel to staff the Inspectional Services Command and the Custody Training Bureau. These requests will need to be evaluated by the Chief Executive Office and the Board with input from the Consultants.

IMPLEMENTATION OF CCJV RECOMMENDATIONS SUMMARY

	NO.	RECOMMENDATION	Second Report	Third Report
USE OF FORCE	3.1	Comprehensive and easy-to-understand Use of Force policy in single manual	Partial	NC
	3.2	LASD personnel should be required to read and understand the new UOF policy	Implemented	NC
	3.3	LASD personnel should receive training on the new UOF policy	Implemented	NC
	3.4	The Use of Force policy should reflect Force Prevention and anti-retaliation policies	Implemented	NC
	3.5	The Use of Force policy should be based upon objectively reasonable standard	Partial	NC
	3.6	The Use of Force policy should reflect preference for planned, supervised, and directed force	Partial	NC
	3.7	The Use of Force policy should account for special needs populations	Partial	NC
	3.8	LASD should have a single, reliable and comprehensive data tracking system	Not started	NC
	3.9	Inmate grievances should be tracked in PPI by names of LASD personnel	In progress	NC
	3.10	LASD should analyze inmate grievances regarding use of force incidents	Partial	NC
	3.11	Use of force statistical data must be tracked and analyzed in real time by management	Implemented	NC
	3.12	LASD should purchase additional body scanners	In progress	NC
MANAGEMENT	4.1	Personal engagement by Sheriff in oversight of jails	Implemented	NC
	4.2	High level managers must be accountable for failing to address use of force problems	In progress	NC
	4.3	The Undersheriff should not have any responsibility for custody or discipline	Implemented	NC
	4.4	LASD should create a new Assistant Sheriff position for Custody	In progress	Implemented
	4.5	The Sheriff should appoint a new Custody Assistant Sheriff with corrections experience	In progress	Implemented
	4.6	The Custody Assistant Sheriff should report directly to the Sheriff	Implemented	NC
	4.7	The Commander Management Task Force should not be a part of Custody management	Implemented	NC
	4.8	The Sheriff must monitor the use of force in the jails	Implemented	NC
	4.9	LASD should utilize the Sheriff's Critical Incident Forum (SCIF) in Custody	Implemented	NC
	4.10	Senior management must be more visible in the jails	Implemented	NC
	4.11	Operations support should be allocated based unique needs of each facility	In progress	NC
	4.12	LASD should created an Internal Audit and Inspection Division under a single Chief	In progress	NC
	4.13	LASD should have a policy regarding campaign contributions	In progress	Implemented
	4.14	LASD should participate in the Large Jail Network	Implemented	NC
CULTURE	5.1	LASD must emphasize respect for, and communications with, inmates	Implemented	NC
	5.2	Force prevention policy should be stressed in Academy and Custody Division training	Partial	NC
	5.3	Ethics training should be enhanced in Academy and Custody Division training	Partial	NC
	5.4	Custody should be a valued and respected assignment and career	In progress	Implemented
	5.5	Senior leaders must be more visible in the jails	Implemented	NC
	5.6	LASD must have a zero tolerance policy for acts of dishonesty	In progress	NC
	5.7	LASD should have a sensible rotation policy	In progress	Partial
	5.8	LASD should discourage participation in cliques	Partial	NC

IMPLEMENTATION OF CCJV RECOMMENDATIONS SUMMARY

	NO.	RECOMMENDATION	Second Report	Third Report
PERSONNEL AND TRAINING	6.1	LASD should revise its policies to reflect Custody's importance to Department	In progress	Partial
	6.2	LASD should develop and implement a long-range and steady hiring plan	Implemented	NC
	6.3	Custody personnel should receive significantly more Custody-specific training	Partial	NC
	6.4	There should be a meaningful probationary period for Custody deputies	Implemented	NC
	6.5	LASD should increase the number of Custody supervisors	Not started	NC
	6.6	LASD should provide for careers in custody	In progress	Implemented
	6.7	LASD should utilize more custody assistants	In progress	NC
	6.8	LASD should implement rotations within and among proximate facilities	In progress	Partial
	6.9	LASD should change its Mission Statement to reflect importance of Custody	Implemented	NC
	6.10	LASD should create a separate Custody Division	In progress	Partial
DISCIPLINE	7.1	The investigative and disciplinary system should be revamped	In progress	NC
	7.2	The CFRC should monitor force packages	Implemented	NC
	7.3	Preclude deputies from reviewing videos before reporting use of force	Partial	NC
	7.4	Separate deputies involved in significant use of force incidents	Partial	NC
	7.5	Internal Affairs and ICIB should be enhanced and re-organized under a Chief	In progress	NC
	7.6	IAB should be appropriately valued	In progress	Partial
	7.7	There should be enhanced penalties for excessive force and dishonesty	In progress	NC
	7.8	There should be a Risk Manager assigned to each custody facility	In progress	NC
	7.9	Force investigations should not be conducted by deputies' supervisors	In progress	NC
	7.10	Use of force and dishonesty charges should not be reduced or held in abeyance	In progress	NC
	7.11	LASD should vigorously investigate and discipline off-duty misconduct	Implemented	NC
	7.12	LASD should have an enhanced system to track force investigations	In progress	NC
	7.13	Inmate use of force complaints should be tracked in PPI	In progress	NC
	7.14	LASD should improve the inmate grievance process	In progress	NC
	7.15	Increased use of Lapel Cameras	In progress	NC
OVERSIGHT	8.2	The Sheriff should regularly report to the Board of Supervisors	Implemented	NC

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I am pleased to submit to the Board of Supervisors my Third Report regarding the implementation of the recommendations set forth in the September 28, 2012 Report of the Citizens' Commission on Jail Violence (the "Commission").

BACKGROUND

Since submitting my Second Report (Updated) to the Board of Supervisors on January 22, 2013, I have continued to monitor the efforts by the Los Angeles Sheriff's Department (the "Department") to implement the Commission's recommendations. I have had several conversations with the Sheriff and numerous communications with the members of his Command staff responsible for implementing the Commission's recommendations. They have continued to be responsive to my requests for information regarding the status of the Department's implementation plans, and to my suggestions for implementing the Commission's recommendations.

I have consulted with Joseph Brann and Joseph McGrath, the Consultants retained by the Board to assist me, regarding the Department's plans for implementing the Commission's recommendations to enhance the training of Deputy Sheriffs and Custody Assistants. I also have briefed the Advisory Team established by the Board on the status of the implementation of the Commission's recommendations and received their feedback regarding the Department's implementation plans.¹

¹ The Advisory Team consists of representatives from the Association of Los Angeles Deputy Sheriffs ("ALADS"), the Professional Peace Officers' Association ("PPOA"), County Counsel, the Chief Executive's Office, and the Department.

In addition, I have reviewed the Department's new Use of Force Manual and met with Department personnel to discuss ways to simplify the manual and make it more "user-friendly" by re-organizing it, eliminating provisions unrelated to the use or reporting of force, eliminating duplication, and clarifying certain provisions. I have also met with senior members of the Custody Division to discuss the Department's implementation of the recommendations. Finally, I have met with a number of the Captains and Operations Lieutenants who are in charge of the jail facilities to monitor the Department's continuing adherence to the new policies and procedures implemented in response to the Commission's recommendations, and I have toured several of the jail facilities.

The Department continues to make progress in implementing the recommendations. As reflected in the summary chart set forth below,² the Department has implemented 25 of the Commission's 60 recommendations directed to the Department. It has partially implemented another 16 recommendations and is in the process of implementing another 17 recommendations. Seven of the 17 recommendations the Department is in the process of implementing have requests by the Department for additional funding. Two of the recommendations have not yet been addressed or are in the very early stages of the implementation process, and both have funding requests from the Department.

² A more detailed breakdown of the status of the Department's implementation of each recommendation is attached as an Appendix to this Report.

Category	Implemented³	Partially Implemented⁴	In progress⁵	Not started⁶	Total
Use of Force	4	5	2	1	12
Management	11	0	3	0	14
Culture	3	4	1	0	8
Personnel and Training	4	4	1	1	10
Discipline	2	3	10	0	15
Oversight	1	0	0	0	1
Total	25	16	17	2	60

Now that a new Assistant Sheriff for Custody has been appointed, the priorities for the Department going forward are to complete the revision of the Use of Force Manual; create the Inspectional Services Command and the Custody Training Bureau; increase the number of supervisors; and implement the recommendations regarding the investigative and disciplinary system. The Department has requested funding for additional supervisors, IAB investigators, and personnel to staff the Inspectional Services Command and the Custody Training Bureau. These requests will need to be evaluated by the Chief Executive Office and the Board with input from the Consultants.

³ “Implemented” means that the Department’s implementation of the recommendation has been reviewed and approved by the Monitor, and the reforms have been incorporated into jail operations

⁴ “Partially Implemented” means that the Department has implemented the recommendation, but some additional steps are required to complete the implementation.

⁵ “In progress” means that the Department is assessing the policy, procedural and operation needs and/or is in the process of implementing the recommendation.

⁶ “Not started” means that the Department has not initiated, or just started the development of, an implementation plan.

IMPLEMENTATION STATUS

CHAPTER 3: USE OF FORCE

On January 1, 2013, the Department promulgated a new Force Policy in a single Use of Force Manual (the “Force Manual”) that was distributed to each Deputy Sheriff and Custody Assistant and is also available on line. Department personnel are required to acknowledge that they have read and understand the policy, and virtually all Department personnel have received training in the fundamental principles set forth in the new Force Policy. The Force Manual includes the Force Prevention Policy, the Anti-harassment Policy, the objectively reasonable standard, the preference for planned force, and references to the special needs populations. These steps by the Department implement, in large part, the Commission’s Use of Force recommendations set forth in Chapter 3 of its Report, although additional work is now being done to ensure that some of the provisions are more clearly set forth in the Force Manual and that it is “user-friendly” for Deputy Sheriffs and Custody Assistants.

The following summarizes the status of the Department’s implementation of each of the Commission’s specific Use of Force recommendations:

3.1. LASD should promulgate a comprehensive and easy-to-understand Use of Force Policy in a single document.

Partially implemented

The Commission recommended that the Department’s Use of Force policy be set forth in a single document that reflects (1) overall principles; (2) provisions providing guidance regarding use of force; (3) a list of weapons; and (4) requirements for the reporting of uses of force.

The Force Manual issued by the Department is a comprehensive document that sets forth in separate sections a myriad of provisions from the Department's Manual of Policy and Procedures (the "MPP"), the Custody Division Manual, the Court Services Manual, Unit Directives, and Department Bulletins. The Force Manual includes (as discussed more fully below) force prevention principles, force policies, lists of weapons, and procedures for the reporting of force. It is also "readily accessible" in that it is available on-line, and each Deputy Sheriff and Custody Assistant has received a copy of the Force Manual. Although the Force Manual has separate sections for the Custody and Court Services Divisions, it still sets forth all of the applicable policies in a single manual.

As noted in my Second Report, this recommendation has not been completely implemented because the Force Manual is somewhat confusing and difficult to use. It is not well-organized and includes some provisions that are cumbersome, some that are duplicative, and some that do not directly relate to the use of force. I am now working with the Department's command staff, with input from the Consultants, to make the Manual more "user-friendly."

3.2. LASD personnel should be required to formally acknowledge, in writing, that they have read and understand the Department's Use of Force Policy.

Implemented

The Department has created an Acknowledgement and Agreement Form that each Deputy Sheriff and Custody Assistant is required to sign.

3.3. All LASD personnel should be provided training on the new Use of Force Policy.

Implemented

The Department reports that as of February 8, 2013, 96.98% of sworn personnel have received training in the new Use of Force Policy. The remaining personnel on excused absences will be trained when they return to work.

3.4. The Department's Use of Force Policy should reflect a commitment to the principles of the Force Prevention Policy and prohibit inmate retaliation or harassment.

Implemented

Section 3-10/000.00 of the MPP and Section 3-02/03.00 of the Custody Division Manual set forth the principles of the Force Prevention Policy and Section 5-12/005.05 of the Custody Division Manual prohibits retaliation against, or harassment of, inmates.

All of these sections are included in the Force Manual.

3.5. LASD's Use of Force Policy should be based upon the objectively reasonable standard rather than the Situational Use of Force Options Chart.

Partially implemented

Sections 3-10/020.00 and 3-10/030.00 of the MPP reflect the objectively reasonable standard, although there is still a reference to the Situational Use of Force chart in the preamble to the Custody Division Manual, and the Consultants have recommended an additional reference to the factors set forth by the United States Supreme Court in *Hudson v. McMillian*, 503 U.S. 1 (1992) relating to the use of force in a custody setting. These matters will be addressed by the Department and the Monitor in the further revision of the Force Manual.

3.6. The Use of Force Policy should articulate a strong preference for planned, supervised, and directed force.

Partially implemented

Although the Force Prevention Policy set forth in Section 3-10/000.00 of the MPP and Section 3-02/03.00 of the Custody Division Manual generally reflects a preference for planned, supervised, and directed force, there could be a clearer statement of this policy in the Force Manual. The specific language set forth in the Department's 10/15/12 response to the Board ("[w]hen force is required, every effort shall be made to plan, supervise, and direct force in an effort to control confrontations in a calm and professional manner") appears to have been dropped from the preamble in the Force Manual that I received from the Department. This will be addressed by the Department and the Monitor in the further revision of the Manual.

3.7. The Use of Force Policy should account for the special needs populations in the jails.

Partially implemented

There are provisions in the Force Manual relating to pregnant inmates (Sections 5-30/115.00 and 5-03-130 of the Custody Division Manual) and the use of the Jail Mental Evaluation Team (Section 5.04/020.00) that partially address this recommendation. The Department has indicated that it has added the following language to Section 3-02/035.00 of the Custody Division Manual to further implement this recommendation: "If a situation arises involving a special needs inmate, the appropriate mental health staff should be consulted, whenever possible, prior to the planned use of force." This recommendation will be fully implemented when this provision is included in the revised Force Manual.

3.8. PPI and FAST should be replaced with a single, reliable, and comprehensive data tracking system.

Not started

Although some preliminary steps have been taken by the Department, implementation of this recommendation remains in the very early stages and needs funding.

3.9. Inmate grievances should be tracked in PPI by the names of LASD personnel.

In progress

The Department reports that it has started to implement this recommendation and expects that it will be able to track inmate grievances by deputies' names in PPI by September. In the interim, it is tracking the grievances in FAST.

3.10. LASD should analyze inmate grievances regarding the use of force incidents.

Partially implemented

The Department has established the position of Risk Management Lieutenant in the Custody Training Bureau to implement this recommendation to analyze inmate grievances at the Custody Division level. As set forth below, the Department has requested funding for risk management positions for each of the jail facilities. *See* Recommendation 7.8.

3.11. Statistical data regarding use of force incidents needs to be vigilantly tracked and analyzed in real time by the highest levels of LASD management.

Implemented.

Department personnel have provided me with daily and monthly statistical reports and monthly force analysis used by Department managers to track and analyze use of force incidents in the jails.

3.12. Department should purchase additional body scanners.

In progress

The Department has purchased additional body scanners and is awaiting delivery of the scanners.

CHAPTER 4: MANAGEMENT

As noted in my Second Report, the Sheriff's personal engagement has resulted in a number of reforms that have enhanced communications with, and respect for, inmates in the Los Angeles County jails, and there has been a reduction in the number of incidents in which deputies have used force against the inmates. The Sheriff has now appointed a third Assistant Sheriff who will be responsible for only the Custody Division and who will report directly to the Sheriff and not through the Undersheriff. Also reporting directly to the Sheriff will be the Chief of a new Investigations Division, which will consist of the Internal Affairs and Internal Criminal Investigations Bureaus, and the Commander in charge of the new Inspectional Services Command, which is being created to audit and inspect the Department's adherence to its policies and procedures.

Set forth below are summaries of the Department's implementation of each of the Commission's Management recommendations.

4.1. The Sheriff must be personally engaged in oversight of the jails.

Implemented

Since the formation of the Commander Management Task Force in October 2011, the Sheriff has been personally directing the reform of the jails. He has assured me that he intends to remain engaged in the oversight of the jails through regular communications with the new Assistant Sheriff for Custody.

4.2. The Sheriff must hold his high level managers accountable for failing to address use of force problems in the jails.

In progress.

Since the Commission issued its report in September 2012, two managers who had responsibility for direct or indirect oversight of the jails during the time when many of the problems identified by the Commission occurred have retired. The Department reports that an administrative investigation remains on-going to determine if there is a basis for formal discipline against Department personnel.

4.3. The Undersheriff should have no responsibility for Custody operations or the disciplinary system.

Implemented

In January, the Sheriff issued “Sheriff’s Bulletin #593” entitled “Executive Reporting Procedures” to implement this recommendation. Under the reorganization, all of the Assistant Sheriffs report directly to the Sheriff. The Internal Affairs Bureau reports to the Sheriff through the Chief of Leadership and Training, and the Internal Criminal Investigations Bureau reports directly to the Sheriff. The Internal Affairs Bureau and Internal Criminal Investigations Bureau will eventually report to the Sheriff

through the Chief of the Investigations Division that is being formed to implement the Commission's recommendation 7.5.

- 4.4. The Department should create a new Assistant Sheriff for Custody position whose sole responsibility would be the management and oversight of the jails.**

Implemented.

The Sheriff has selected a new third Assistant Sheriff who will be solely responsible for the Custody Division. The formal appointment will be later this month.

- 4.5. The Sheriff should appoint as the new Assistant Sheriff for Custody an individual with experience in managing a large corrections facility or running a corrections department.**

Implemented.

The Sheriff interviewed the five top tier candidates and selected a new Assistant Sheriff for Custody who has extensive experience in running a corrections department.

- 4.6. The Assistant Sheriff for Custody should report directly to the Sheriff.**

Implemented

"Sheriff's Bulletin #593" entitled "Executive Reporting Procedures" provides that each of the Assistant Sheriffs, including the Assistant Sheriff for Custody, reports directly to the Sheriff.

- 4.7. The Commander Management Task Force should not be a permanent part of Custody management.**

Implemented

The Sheriff's Bulletin #593 and the new organization charts do not include a role for the Commander Management Task Force in Custody management.

4.8. The Sheriff must regularly and vigilantly monitor the Department's Use of Force in the jails.

Implemented

Since at least the formation of the Commander Management Task Force in October 2011, the Sheriff has been monitoring the level of force in the jails. Again, he has assured me that he intends to remain engaged in oversight of the jails through regular communications with the new Assistant Sheriff for Custody.

4.9. The Department should implement SCIF [the Sheriff's Critical Incident Forum] on the Custody side to improve the accountability of jail supervisors.

Implemented

This recommendation has been implemented pursuant to a Custody Division Directive, dated December 13, 2012, issued by the Chief of the Custody Division. A SCIF is scheduled for February 12, 2013 to review statistics relating to the operations of the Custody Division.

4.10. Senior management needs to be more visible and engaged in Custody.

Implemented

The Department has amended the job descriptions in the Custody Division Manual so that they now require the Assistant Sheriff - Custody Division, the Custody Division Chief, the Area Commanders, and the Jail Captains to "maintain a visible presence within the [assigned] jail facilities to help ensure proper adherence to policy and the application of the Department's Core Values." Unit Commanders have advised me that they regularly walk through the jail facilities and senior management personnel have confirmed that they regularly visit the jail facilities.

4.11. Management should be assigned and allocated based on the unique size and needs of each facility.

In progress

The Department is analyzing the operations staff of each of the jail facilities and anticipates needing additional funding. It expects that the facilities assessment will be completed within 30 days.

4.12. LASD should create an Internal Audit and Inspection Division.

In progress

I have received from the Department proposed organization charts for a new Inspectional Service Command (“ISC”) for the entire Department along with position descriptions for the personnel who would be assigned to this command. ISC will be headed by a Commander who will report directly to the Sheriff. The Consultants and I have met with the Department personnel charged with the responsibility for organizing this command to begin the process of assessing what the Department needs to have a robust inspections command. Such a command will fill a critical need for an internal Department watchdog to audit and ensure compliance with the Department’s policies and procedures, as well as with the Commission’s recommendations. The Department has requested funding for this command, which will ultimately be for the Board to decide based upon the advice of the County’s Chief Executive Officer and taking into consideration the Consultants’ assessments of the Department’s proposed command. It was suggested by the Advisory Team that the Department should develop an audit plan that can be used to determine the resources that will be needed for this command.

4.13. The Department should have a formal policy to address campaign contributions.

Implemented

On January 31, 2013, the Department issued revised Section 3-01/070.05 (Political Activity) and Section 3-01/070.07 (Prohibited Political Activity and Other Conflicts of Interest) of the MPP. Department policy now prohibits, among other things, Department personnel from soliciting campaign contributions from County employees except through a mass solicitation. Further, Department policy provides that Department personnel who accept campaign contributions from Department employees “are prohibited from making any employment decisions regarding [those contributors],” which include “administrative investigations, appraisals of promotability, promotions, annual employee performance evaluations, selection for coveted positions, or any other decisions which may have an impact on any aspect of the [contributor’s] employment.” The campaign contribution policy now mirrors the Department’s conflict of interest policy regarding “close, personal relationship[s]” in the Department.

4.14. LASD should participate in collaborations such as the Large Jail Network that would enable it to learn about best practices and approaches in other systems.

Implemented

Two managers in the Custody Division are scheduled to attend the next meeting of the Large Jail Network to be held in Aurora, Colorado, on March 17 to 19, 2013. The Department also reports that Custody Division personnel will be attending the American Jail Association National Training Conference in May 2013.

CHAPTER 5: CULTURE

As noted in my Second Report, the Department has emphasized respect for and communications with inmates through the Force Prevention Policy, the Education Based Incarceration program, and Town Hall meetings. It has enhanced the training of new Custody Division personnel in the principles of the Force Prevention Policy, ethics, and destructive cliques, and it is in the process of creating a Custody Division Training Bureau that will provide additional training to current Custody deputies and Custody Assistants. It also has established a Dual Track Career Path that will provide deputies with an opportunity for a career in the Custody Division. In addition, the Department is in the process of enhancing the penalty guidelines for dishonesty to further address the culture problems identified by the Commission.

Set forth below are summaries of the Department's implementation of each of the Commission's recommendations regarding the Department's culture in the Custody Division.

5.1. The Department must continue to implement reforms that emphasize respect for, engagement of, and communications with inmates.

Implemented

Based upon my conversations and meetings with the Sheriff and with members of the Command staff and Unit Commanders; my review of policies, directives, and reports; my tours of jail facilities; and input from the Consultants and outside observers, it is apparent that the Department is committed to implementing the reforms recommended by the Commission, enhancing respect for and communications with inmates, and changing the culture in the Custody Division. This is reflected in the principles set forth in the Force Prevention Policy, the Anti-harassment Policy, the Education Based Incarceration

program, the numerous Town Hall meetings with inmates, the Department's responses to inmate grievances, and its progress in implementing the Commission's recommendations.

5.2. The Department's Force Prevention Policy should be stressed in Academy training and reiterated in continuing Custody Division training.

Partially implemented

This recommendation has been largely implemented. What remains is setting up a formal training bureau in the Custody Division to enhance on-going training of the existing staff.

As noted above, the vast majority of current personnel has received training in the new Use of Force Policy, which includes the Force Prevention Policy. For new Custody Division Deputy Sheriffs, the Force Prevention Policy is covered in the Academy, a new two-week Jail Operations Continuum, a two-week Custody Leadership program, and the Custody Facility Training program under Training Officers.

The Jail Operations Continuum is a two-week post-Academy training program that includes training in "Respect Based Communication," "Restraint and Control Techniques," and "Communications and Tactics." The Custody Leadership program is also a post-Academy training program that includes training on "Jail Specific Restraint and Control Techniques" and "Custody Specific Communications and Tactics."

As discussed below under Recommendation 6.3, the Department is in the process of creating a Custody Division Training Bureau that will provide enhanced training to current Custody personnel, supervisors, and Training Officers on all aspects of Custody Divisions operations, including the principles of the Force Prevention Policy.

5.3. The Department should enhance its ethics training and guidance in the Academy as well as in continuing Custody Division training.

Partially implemented

Academy training covers “Department Ethics and Standards,” including “CORE Values” and “Critical Decision Making” and the Jail Operations Continuum covers “Valued Communications/ ICIB [the Internal Criminal Investigations Bureau]” and “Value Based Decision Making.” Additional ethics training will be provided to the existing staff through the Custody Division Training Bureau the Department is creating.

5.4. The Department must make Custody a valued and respected assignment and career.

Implemented

Sheriff’s Bulletin 594, dated February 1, 2013, announced that the Department has established a Dual Track Career Path that allows new recruits to select a career in Custody and allows Deputy Sheriffs currently assigned to Custody to remain in Custody assignments. It also allows Deputy Sheriffs and supervisors to promote up to the position of Chief of the Custody Division without going out to a patrol assignment.

5.5. Senior leaders must be more visible in the jails.

Implemented.

The Department has amended the job descriptions in the Custody Division Manual so that they now require the Assistant Sheriff - Custody Division, the Custody Division Chief, the Area Commanders, and the Jail Captains to “maintain a visible presence within the [assigned] jail facilities to help ensure proper adherence to policy and the application of the Department’s Core Values.” (See Recommendation 4.11 above.)

5.6. LASD must have a firm policy and practice of zero tolerance for acts of dishonesty that is clearly communicated and enforced.

In progress

The Department is in the process of implementing this recommendation by enhancing the penalty guidelines for acts of dishonesty. It anticipate that new disciplinary guidelines will be published on February 17, 2013.

5.7. The Department should have a sensible rotation policy to protect against the development of troubling cliques.

Partially implemented

The Department's existing policy provides for rotations "between job assignments no less than every six months." It permits for exceptions for "key positions that require additional training or experience." The Commission's concern was that the exception for "key positions" could swallow the mandatory rotations rule unless the Department sets forth some rules concerning what constituted a "key position" and how often they should be rotated (if at all). The working group that the Department plans to assemble should address this issue.

5.8. LASD should discourage participation in destructive cliques.

Partially implemented

The subject of destructive cliques is covered for new Deputy Sheriffs in the Jail Operations Continuum. Additional training will be provided to other Custody personnel through the Custody Training Bureau that the Department is in the process of creating. The Department recently announced its intention to terminate the employment of several deputies for their participation in such a clique.

CHAPTER 6: PERSONNEL AND TRAINING

The Department is in the process of creating a Custody Division Training Bureau that will develop a robust post-Academy training program for both new and existing personnel. Through the hiring of a new Assistant Sheriff for the Custody Division, the Custody Division Training Bureau, and the Dual Track Career Path, the Department is moving towards the long-term goal of establishing a separate Custody Division staffed by well-trained personnel who want to have a career in Custody. The Custody Division still needs more supervisors and an increase in the ratio of Custody Assistants to Deputy Sheriffs.

The Department's implementation of the Commission's specific Personnel and Training recommendations are set forth below.

6.1. The Department should review and revise its personnel and training procedures to reflect Custody's status as a valued and important part of the Department.

Partially implemented

The Dual Track Career Path was established on February 1, 2013. In addition, the Department has expanded its Custody training through the Jail Operation Continuum, and it is in the process of establishing a Custody Division Training Bureau that will develop a comprehensive training program for the Custody Division.

6.2. The Department should develop and implement a long-range and steady hiring plan based upon normal attrition.

Implemented

A Sworn Vacancy Projection submitted by Personnel Administration to the Commander Management Task Force on October 2, 2012 reflects "a strategic plan to consistently hire deputies through 2017" to fill vacancies and hire additional deputies

based upon normal attrition. It will be subject to the availability of the funding in the future to hire new deputies.

6.3. Deputies and supervisors should receive significantly more Custody specific training overseen by the Department's Leadership & Training Division.

Partially implemented

The Department has implemented this recommendation for new deputies and is in the process of implementing this recommendation for experienced deputies and supervisors. Consistent with the long-term goal of setting up a separate Custody Division (*see* Recommendation 6.10) and the Dual Track Career Path, the Department has proposed to significantly enhance the training of Custody Division personnel through the creation of a new Custody Division Training Bureau, which will oversee post-Academy training of Custody Division personnel. The Department believes that the training can be more effectively developed and overseen within the Custody Division rather than through the Leadership & Training Division.

The Department has provided me with proposed organization charts for a new Custody Division Training Bureau under a Captain, along with position descriptions for the supervisors and Bonus Deputies who would be responsible for overseeing and conducting the post-Academy training for Custody personnel. This training includes the Jail Operations Continuum, the Custody Leadership training, the Custody Facilities Training for new Deputy Sheriffs under Training Officers, continuing force instruction, and state-mandated training.

After receiving the organization charts and position descriptions, the Consultants and I met with the Department personnel charged with the responsibility for organizing this Bureau to begin the process of assessing what the Department needs to have a robust

Custody training program. I then reviewed the organization of the proposed Custody Division Training Bureau and the position descriptions with the Consultants, who made several recommendations regarding the proposed new positions for the new Bureau. I then discussed these recommendations with the Captain in charge of organizing the new Bureau for the Department. As a result of those conversations, the Department accepted the Consultants' recommendations and provided me with a new organization chart that incorporates the recommendations.

Based upon my review of the materials from the Department and my conversations with Department personnel, I believe that the Department's proposal for a Custody Division Training Bureau with some input from the Leadership & Training Division responsible for Academy Training will be responsive to Recommendation 6.3. Having a training bureau in the Custody Division is also in furtherance of the long-term goal of having a separate Custody Division in the Sheriff's Department.

The Department has requested funding for this Bureau, which will ultimately be for the Board to decide based upon the advice of the County's Chief Executive Officer and taking into consideration the Consultants' assessments of the Department's proposed Bureau.

6.4. There should be a meaningful probationary period for new deputies in Custody.

Implemented

Effective January 11, 2013, the Custody Division Directive 12-005 provides that "at the completion of the employee's sixth month" of employment, the shift Lieutenant will be conducting "a thorough inquiry of the employee's personnel performance." Thereafter, "three or four weeks prior to the employee's one year anniversary the Unit

Commander or designee shall conduct another personnel performance review and schedule a face to face meeting.” Before an employee can complete probation, the Unit Commander is supposed to “draft a memorandum to memorialize the employee’s successful completion of the probationary period.”

6.5. The number of supervisors to deputies should be increased and the administrative burdens on Custody supervisors should be minimized.

Not started

Although the Department has requested funding for two additional lieutenants and 101 additional sergeants, the new Assistant Sheriff for the Custody Division will need to assess the Division’s supervisory requirements before the Board and the Chief Executive Officer act on the funding request.

6.6. The Department should allow deputies to have a career in Custody and take steps in the interim to decrease the length of new deputy assignments to Custody.

Implemented

The Dual Track Career Path established on February 1, 2013, allows deputies to have a career in Custody and to promote from within the division.

6.7. The Department should utilize more Custody Assistants.

In progress

Initially, the Department intends to freeze 81 Deputy Sheriff positions to achieve the 65/35 ratio provided in the Memorandum of Understanding with the Deputy Sheriffs union ALADS. The Department plans to conduct a needs assessment after it has had experience with the 65/35 ratio to determine which other positions currently staffed by Deputy Sheriffs can be handled by Custody Assistants without jeopardizing security and

safety in the jails. Any change in the 65/35 ratio would be subject to a “meet and confer” obligation with ALADS.

6.8. Rotations within and among proximate facilities should be implemented.

Partially implemented

As discussed above (see Recommendation 5.7), the Department has a rotation policy within facilities. It reports that it was not able to implement a voluntary rotation of deputies among the north county facilities.

6.9. The Department’s Mission Statement should be changed to reflect the importance of Custody.

Implemented

6.10. The Department should create a separate Custody Division with a professional workforce.

In progress

This is a long-term goal that the Department has begun to address. The Sheriff has selected a new Assistant Sheriff for the Custody Division and implemented the Dual Track Career Path on February 1, 2013. Establishing a Custody Division Training Bureau and increasing the ratio of Custody Assistants to Deputy Sheriffs will further implement this recommendation.

CHAPTER 7: DISCIPLINE

The Department is in the process of revamping its investigative and disciplinary system, which will increase the number of force investigations by the Internal Affairs Bureau; put the Internal Affairs Bureau and the Internal Criminal Investigations Bureau in an Investigations Division headed by Chief who will report directly to the Sheriff; and enhance penalties for dishonesty and excessive force. The Custody Force Review

Committee is rigorously reviewing Use of Force Packages and the Department has a plan for assigning a Risk Manager to each jail facility, for which it will be seeking funding. The Force Manual now includes policies on the review of video tapes by deputies and the separation of deputies following force incidents, although I will be working with the Department to make these Manual provisions clearer.

Set forth below are summaries of the Department's implementation of each of the Commission's Discipline recommendations.

7.1. The investigative and disciplinary system should be revamped.

In progress

The Department is in the process of implementing this recommendation. I have had a number of meetings with a Commander from the Department regarding this recommendation, and I anticipate a revamped system to be developed in the near future with a request for the funding of additional Internal Affairs investigator positions.

7.2. The CFRC [Custody Force Review Committee] should monitor Force Packages for trends and concerns and the performance of supervisors.

Implemented

One of the Consultants attended a CFRC meeting and was impressed by the rigor of the analysis and the manner in which the CFRC held supervisors accountable for the force packages. The Chief of the Custody Division advised me that he now attends these meetings.

- 7.3. Deputies should be required to provide a timely written report of force incidents and not be allowed to review video tape footage prior to the completion of that report or any interviews.**

Partially implemented

These requirements are set forth in the Force Manual (Section 3-10/100.00 of the MPP), but I will be working with the Department to further clarify these requirements in a revised Force Manual.

- 7.4. Deputies involved in Significant Force incidents should be separated and not permitted to talk to each other until they have provided a written statement or have been interviewed by investigators.**

Partially implemented

These requirements are set forth in the Force Manual (Section 3-10/100.00 of the MPP), but I will be working with the Department to further clarify these requirements in a revised Manual.

- 7.5. IAB and ICIB should be part of an Investigation Division under a Chief who would report directly to the Sheriff.**

In progress

The Department is in the process of implementing this recommendation. The Sheriff intends to appoint a Chief of the Investigations Division within the next few weeks.

- 7.6. IAB should be appropriately valued and staffed by personnel that can effectively carry out the sensitive and important work of that bureau.**

Partially implemented

The Department has provided information showing that IAB investigators have often been promoted from IAB. The Department still needs to increase the number of IAB investigators.

7.7. The Disciplinary Guidelines should be revised to establish increased penalties for excessive force and dishonesty.

In progress

The Department is in the process of implementing this recommendation by enhancing penalties for excessive force and dishonesty.

7.8. Each jail should have a Risk Manager to track and monitor use of force investigations.

In progress

The Department is in the process of implementing this recommendation and has requested funding for eight Risk Management Lieutenant positions, although both the Consultants and the Advisory team have raised questions about whether it is necessary to have sworn officers in these positions and (notwithstanding the Commission's recommendations) whether they should be assigned to each facility. I will be having additional conversations with the Department and County Counsel regarding these issues.

7.9. Force investigations should not be conducted by deputies' supervisors.

In progress

Under the revamped investigative system, if the Unit Commander determines that a use of force may have violated Department policy or involved misconduct, the administrative investigation of a Category 2 Force Incident will be conducted by the Internal Affairs Bureau and a Category 1 Force Incident (no injury) will be conducted by a supervisor who was not the Deputy's Supervisor at the time of the incident.

7.10. Captains should not reduce charges or hold penalties in abeyance for use of force, dishonesty, or failure to report force incidents.

In progress

The Department is in the process of implementing this recommendation, subject to receiving advice from the County Counsel's office.

7.11. The Department should vigorously investigate and discipline off-duty misconduct.

Implemented

The Department has provided me with a report of the results of investigations and the discipline imposed for off-duty misconduct from the beginning of the second quarter of 2011 through the end of the second quarter of 2012, which confirms that this recommendation has been implemented.

7.12. The Department should implement an enhanced and comprehensive system to track force reviews and investigations.

In progress

Although some preliminary steps have been taken by the Department, full implementation of this recommendation needs funding. In the interim, the Department plans to implement the Operations Information Management system in April 2013.

7.13. Inmate Complaints should be tracked by deputies' names in PPI.

In progress

The Department now anticipates that it will be able to track inmate grievances by deputies' names in PPI by September 2013. In the interim, it is tracking the grievances by deputies' names in FAST.

7.14. The inmate grievance process should be improved and include added checks and oversight.

In progress

The Department is working to enhance the inmate grievance process, including an electronic system for inmates to submit grievances and for tracking the Department's handling of the grievances.

7.15. The use of lapel cameras as an investigative tool should be broadened.

In progress

The Department is in the process of implementing this recommendation through a pilot program to increase the number of lapel cameras worn by deputies.

CHAPTER 8: OVERSIGHT

8.2. The Department should report regularly to the Board of Supervisors on use of force and the status of Custody recommendations.

Implemented

Since the formation of the Commander Management Task force in October 2011, the Sheriff has regularly reported to the Board on the use of force in the jails and the implementation of the Commission's recommendations.

CONCLUSION

The Department appears to be committed to implementing all of the Commission's recommendations. I have received complete cooperation from the Sheriff and the Department, which has made substantial progress in reforming its Custody operations.

IMPLEMENTATION OF CCJV RECOMMENDATIONS

FEBRUARY 2013 STATUS REPORT

	NO.	RECOMMENDATION	IMPLEMENTED (I) PARTIAL (P) IN PROGRESS (IP) NOT STARTED (NS)				COMMENTS
USE OF FORCE	3.1	Comprehensive and easy-to-understand Use of Force policy in single manual		X			LASD implemented January 1, 2013. Subject to further manual revisions.
	3.2	LASD personnel should be required to read and understand the new UOF policy	X				LASD implemented January 1, 2013.
	3.3	LASD personnel should receive training on the new UOF policy	X				On-going
	3.4	The Use of Force policy should reflect Force Prevention and anti-retaliation policies	X				LASD implemented January 1, 2013.
	3.5	The Use of Force policy should be based upon objectively reasonable standard		X			LASD implemented January 1, 2013. Subject to further manual revisions.
	3.6	The Use of Force policy should reflect preference for planned, supervised, and directed force		X			Subject to further manual revisions.
	3.7	The Use of Force policy should account for special needs populations		X			LASD implemented January 1, 2013. Subject to further manual revisions.
	3.8	LASD should have a single, reliable and comprehensive data tracking system				X	Funding requested
	3.9	Inmate grievances should be tracked in PPI by names of LASD personnel			X		Estimated completion date of September 2013.
	3.10	LASD should analyze inmate grievances regarding use of force incidents		X			Implemented at Division level. In progress at Unit level.
	3.11	Use of force statistical data must be tracked and analyzed in real time by management	X				On-going
	3.12	LASD should purchase additional body scanners			X		Awaiting delivery of units.
12 USE OF FORCE RECOMMENDATIONS:			4	5	2	1	

IMPLEMENTATION OF CCJV RECOMMENDATIONS FEBRUARY 2013 STATUS REPORT

MANAGEMENT

NO.	RECOMMENDATION	IMPLEMENTED (I)	PARTIAL (P)	IN PROGRESS (IP)	NOT STARTED (NS)	COMMENTS
4.1	Personal engagement by Sheriff in oversight of jails	X				On-going
4.2	High level managers must be accountable for failing to address use of force problems			X		Administrative investigations on-going.
4.3	The Undersheriff should not have any responsibility for custody or discipline	X				Sheriff's Bulletin issued (January 7, 2013)
4.4	LASD should create a new Assistant Sheriff position for Custody	X				New Assistant Sheriff for Custody appointed.
4.5	The Sheriff should appoint a new Custody Assistant Sheriff with corrections experience	X				New Assistant Sheriff for Custody appointed.
4.6	The Custody Assistant Sheriff should report directly to the Sheriff	X				Sheriff's Bulletin issued (January 7, 2013)
4.7	The Commander Management Task Force should not be a part of Custody management	X				Sheriff's Bulletin issued (January 7, 2013)
4.8	The Sheriff must monitor the use of force in the jails	X				On-going
4.9	LASD should utilize the Sheriff's Critical Incident Forum (SCIF) in Custody	X				December 13, 2012. Custody Division Directive.
4.10	Senior management must be more visible in the jails	X				Position description amended.
4.11	Operations support should be allocated based unique needs of each facility			X		Facilities assessment expected within 30 days. Funding requested.
4.12	LASD should created an Internal Audit and Inspection Division under a single Chief			X		Funding requested
4.13	LASD should have a policy regarding campaign contributions	X				Implemented January 31, 2013
4.14	LASD should participate in the Large Jail Network	X				Attending March meeting
14 MANAGEMENT RECOMMENDATIONS:		11	0	3	0	

IMPLEMENTATION OF CCJV RECOMMENDATIONS

FEBRUARY 2013 STATUS REPORT

	NO.	RECOMMENDATION	IMPLEMENTED (I) PARTIAL (P) IN PROGRESS (IP) NOT STARTED (NS)				COMMENTS
CULTURE	5.1	LASD must emphasize respect for, and communications with, inmates	X				On-going
	5.2	Force prevention policy should be stressed in Academy and Custody Division training		X			On-going for new deputies; in progress for existing staff
	5.3	Ethics training should be enhanced in Academy and Custody Division training		X			On-going for new deputies; in progress for existing staff
	5.4	Custody should be a valued and respected assignment and career	X				Dual track implemented February 1, 2013.
	5.5	Senior leaders must be more visible in the jails	X				Position description amended.
	5.6	LASD must have a zero tolerance policy for acts of dishonesty			X		Revising guidelines.
	5.7	LASD should have a sensible rotation policy		X			Rotation of key positions needs to be assessed
	5.8	LASD should discourage participation in cliques		X			On-going for new deputies; in progress for existing staff
8 CUTURE RECOMMENDATIONS:			3	4	1	0	

IMPLEMENTATION OF CCJV RECOMMENDATIONS

FEBRUARY 2013 STATUS REPORT

	NO.	RECOMMENDATION	IMPLEMENTED (I) PARTIAL (P) IN PROGRESS (IP) NOT STARTED (NS)				COMMENTS
PERSONNEL AND TRAINING	6.1	LASD should revise its policies to reflect Custody's importance to Department		X			Dual track implemented February 1, 2013; Custody Training Bureau in progress.
	6.2	LASD should develop and implement a long-range and steady hiring plan	X				October 2, 2012 Sworn Hiring Projection Through 2017. Subject to funding.
	6.3	Custody personnel should receive significantly more Custody-specific training		X			Expanded Jail Operations and facility training for new deputies. Funding requested for Custody Training Bureau.
	6.4	There should be a meaningful probationary period for Custody deputies	X				January 9, 2013 Probationary Period Memorandum.
	6.5	LASD should increase the number of Custody supervisors				X	Funding requested
	6.6	LASD should provide for careers in custody	X				Dual track implemented February 1, 2013.
	6.7	LASD should utilize more custody assistants			X		Short term: freeze 81 positions to achieve 65/35 ratio Long term: complete assessment after achieving 65/35 ratio. Meet and confer issue.
	6.8	LASD should implement rotations within and among proximate facilities		X			Rotation of key positions needs to be assessed
	6.9	LASD should change its Mission Statement to reflect importance of Custody	X				
	6.10	LASD should create a separate Custody Division		X			Short term: Dual track implemented February 1, 2013.
10 PERSONNEL & TRAINING RECOMMENDATIONS:			4	4	1	1	

IMPLEMENTATION OF CCJV RECOMMENDATIONS

FEBRUARY 2013 STATUS REPORT

	NO.	RECOMMENDATION	IMPLEMENTATION STATUS				COMMENTS
			IMPLEMENTED (I)	PARTIAL (P)	IN PROGRESS (IP)	NOT STARTED (NS)	
DISCIPLINE	7.1	The investigative and disciplinary system should be revamped			X		Funding requested
	7.2	The CFRC should monitor force packages	X				Risk Management Lieutenant also designated to monitor force packages
	7.3	Preclude deputies from reviewing videos before reporting use of force		X			LASD implemented January 1, 2013. Subject to further manual revisions.
	7.4	Separate deputies involved in significant use of force incidents		X			LASD implemented January 1, 2013. Subject to further manual revisions.
	7.5	Internal Affairs and ICIB should be enhanced and re-organized under a Chief			X		Funding requested
	7.6	IAB should be appropriately valued		X			Promotions for IAB personnel. Funding requested for additional IAB positions.
	7.7	There should be enhanced penalties for excessive force and dishonesty			X		
	7.8	There should be a Risk Manager assigned to each custody facility			X		Funding requested
	7.9	Force investigations should not be conducted by deputies' supervisors			X		
	7.10	Use of force and dishonesty charges should not be reduced or held in abeyance			X		
	7.11	LASD should vigorously investigate and discipline off-duty misconduct	X				On-going
	7.12	LASD should have an enhanced system to track force investigations			X		Short-term: Operations Information Management by April 2013 Long-term: comprehensive data tracking system. Funding requested.
	7.13	Inmate use of force complaints should be tracked in PPI			X		Short-term: Tracked in FAST. Sept 2013: Tracked in PPI
	7.14	LASD should improve the inmate grievance process			X		
	7.15	Increased use of Lapel Cameras			X		Short-term: Pilot program. Funding requested
15 DISCIPLINE RECOMMENDATIONS:			2	3	10	0	
OVERSIGHT	8.2	The Sheriff should regularly report to the Board of Supervisors	X				On-going
	1 OVERSIGHT RECOMMENDATION:		1	0	0	0	
TOTAL CCJV RECOMMENDATIONS			25	16	17	2	

IMPLEMENTATION OF CCJV RECOMMENDATIONS FEBRUARY 2013 STATUS REPORT

CCJV CATEGORY	IMPLEMENTED (I)	PARTIAL (P)	IN PROGRESS (IP)	NOT STARTED (NS)	TOTAL
USE OF FORCE	4	5	2	1	12
MANAGEMENT	11	0	3	0	14
CULTURE	3	4	1	0	8
PERSONNEL AND TRAINING	4	4	1	1	10
DISCIPLINE	2	3	10	0	15
OVERSIGHT	1	0	0	0	1
TOTAL SHERIFF RESPONSIBLE CCJV RECOMMENDATIONS	25	16	17	2	60

DEFINITIONS

IMPLEMENTED (I)

The Department's implementation has been reviewed and approved by the Monitor, and reforms have been incorporated into operations.

PARTIAL (P)

The Department has implemented the recommendation, but some additional steps are required to complete the implementation.

IN PROGRESS (IP)

The Department is assessing policy, procedural, and operational needs and/or is in process of implementing recommendation.

NOT STARTED (NS)

The Department has not initiated, or just started the development of, an implementation plan.